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**From:** Beck, Nancy [Beck.Nancy@epa.gov]  
**Sent:** 10/30/2017 5:06:01 PM  
**To:** Dourson, Michael [dourson.michael@epa.gov]  
**Subject:** FW: OPP RESPONSE: Senior Leader Ranking of 2017 Enterprise Risks Requested by November 3, 2017  
**Attachments:** Attachment\_Enterprise Risk Ranking 10-26-2017.docx

FYI from Rick

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Nancy B. Beck, Ph.D., DABT  
Deputy Assistant Administrator, OCSPP  
P: 202-564-1273

Ex. 6 Personal Privacy (PP)  
[beck.nancy@epa.gov](mailto:beck.nancy@epa.gov)

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**From:** Keigwin, Richard  
**Sent:** Monday, October 30, 2017 12:00 PM  
**To:** Wise, Louise <Wise.Louise@epa.gov>; Beck, Nancy <Beck.Nancy@epa.gov>; Bertrand, Charlotte <Bertrand.Charlotte@epa.gov>; Morales, Oscar <Morales.Oscar@epa.gov>  
**Cc:** Layne, Arnold <Layne.Arnold@epa.gov>; Hughes, Hayley <hughes.hayley@epa.gov>  
**Subject:** OPP RESPONSE: Senior Leader Ranking of 2017 Enterprise Risks Requested by November 3, 2017

OPP's top 3 are:

- Acquisition/Contracting – Delays in awards of contracts
- Data and IT/IM – Inadequate IT infrastructure and records management system
- Human Resources – Sustaining the workforce

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**From:** Wise, Louise  
**Sent:** Friday, October 27, 2017 10:40 AM  
**To:** Layne, Arnold <Layne.Arnold@epa.gov>; Barone, Stan <Barone.Stan@epa.gov>; Berkley, Bruce <Berkley.Bruce@epa.gov>; Graves, Inza <Graves.Inza@epa.gov>; Hartman, Mark <Hartman.Mark@epa.gov>; Hughes, Hayley <hughes.hayley@epa.gov>; Keigwin, Richard <Keigwin.Richard@epa.gov>; Morales, Oscar <Morales.Oscar@epa.gov>; Morris, Jeff <Morris.Jeff@epa.gov>; Mottley, Tanya <Mottley.Tanya@epa.gov>  
**Subject:** FW: Senior Leader Ranking of 2017 Enterprise Risks Requested by November 3, 2017

Just got this request from David Bloom late yesterday for me to select our top 3 "enterprise risks" by November 3. These are risks that we believe could interfere with our ability to accomplish our strategic objectives. As you may recall, the DAAs identified Enterprise risks last year for issues such as contracts, hiring, and IT. As a result, OARM and OEI established teams to tackle the risks and included DAAs in regular updates on their efforts. This year, OCFO put together the attached list of 27 risks and is asking us to select 3 from the list that we believe should be ranked as of highest concern for the Agency. Can you provide me, Charlotte and Nancy with your Office's selection of what you think we should put forth as our top 3. Please provide your top 3 to us by COB Wednesday, November 1.

I will be sending another email with other charts that are referred to in David's email below.

Thanks. Let me know if you have questions.

Louise P. Wise  
Deputy Assistant Administrator  
Office of Chemical Safety and Pollution Prevention  
Environmental Protection Agency  
Phone: 202-564-2902  
Fax: 202-564-0801

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**From:** Bloom, David

**Sent:** Thursday, October 26, 2017 5:23 PM

**To:** Minoli, Kevin <Minoli.Kevin@epa.gov>; Assistant Administrators <Assistant\_Administrators@epa.gov>; Elkins, Arthur <Elkins.Arthur@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; DAA-Career <DAACareer@epa.gov>; DAA-Non-Career <DAANonCareer@epa.gov>; Associate Administrators <Associate\_Administrators@epa.gov>; Deputy Associate Administrators <Deputy\_Associate\_Administrators@epa.gov>; Regional Administrators <Regional\_Administrators@epa.gov>; DRA <DRA@epa.gov>

**Cc:** Flynn, Mike <Flynn.Mike@epa.gov>; Darwin, Henry <darwin.henry@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Bloom, David <Bloom.David@epa.gov>; Greaves, Holly <greaves.holly@epa.gov>; Brown, Byron <brown.byron@epa.gov>; Gunasekara, Mandy <Gunasekara.Mandy@epa.gov>; Greenwalt, Sarah <greenwalt.sarah@epa.gov>; Bodine, Susan <bodine.susan@epa.gov>; Dourson, Michael <dourson.michael@epa.gov>; Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Osborne, Howard <Osborne.Howard@epa.gov>; Associate Assistant Administrator <Associate\_Assistant\_Administrator@epa.gov>; OBrien, Kathy <Obrien.Kathy@epa.gov>; Brookshire, Malena <Brookshire.Malena@epa.gov>; Gross, Hayley <gross.hayley@epa.gov>; Francois, Jahan <francois.jahan@epa.gov>

**Subject:** Senior Leader Ranking of 2017 Enterprise Risks Requested by November 3, 2017

The purpose of this email is to request your ranking of the agency's top risks resulting from the risk assessments completed for the strategic objectives in the draft *FY 2018-2022 EPA Strategic Plan*. By November 3, please complete the poll to rank order your top 3 enterprise risks from the list of the 27 significant risks identified in the risk assessments. Please note that we are asking each of the addressees in the "To" line to complete the poll.

For your convenience, we have included the complete list of the 27 significant risks (Chart A). As context for your ranking, we developed visual analyses that show the relationship among the 27 significant risks (Charts B and C). Chart D shows the relationship between major significant risk groupings, the reform plan areas, and strategic measures.

After this ranking is complete, we will share with senior leaders the results and proposed next steps to address the enterprise risks, leveraging reform action plans as appropriate. The identified enterprise risks will be used to develop EPA's Enterprise Risk Profile, which will be the basis for reporting progress to OMB on our mitigation efforts in FY 2018. We will assess agency progress regularly in mitigating the enterprise risks as part of the Administrator's Quarterly Reviews, and will consider risks to inform agency decisions about resources and strategies to advance our priorities.

I appreciate your input and look forward to working with you as we continue to advance risk-based decision making at EPA. If you have questions, please contact me or your staff may contact [Hayley Gross](mailto:Hayley.Gross@epa.gov) at (202) 564-0177 or [Jahan Francois](mailto:Jahan.Francois@epa.gov) at (202) 564-6608.

Thanks,  
David

David Bloom  
Acting Chief Financial Officer  
Office of the Chief Financial Officer  
U.S. Environmental Protection Agency  
202-564-1151